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3 May 1967

DTR Comments on the Inspector General's Survey of the Career Training Program, dated 24 April 1967

1. Page 4, paragraph 2. I disagree with the IG suggestion that courses were added to the Clandestine Services Career Training cycle in order to fill a predetermined period of two years. It is true that DDP took the decision in early 1965 to lengthen and intensify the span of training for Clandestine Services CTs with the objective of producing more professional officers. Various blocks of instruction were added on the basis of what was believed to be their intrinsic merit and their contribution to the production of well-rounded and better trained intelligence officers; for example, China Operations and Soviet Bloc Operations, and the two weeks of formal desk training. The Managerial Grid was an effort at sensitivity training and was aimed also at making the young officer not a manager but a more effective member of a rather large government organization. We have already cancelled out the Grid for the training of all CTs, including Support CTs. Language training of from three to four months to reach elementary skill or up to six months for intermediate skill is substantively necessary. The IG comment on a haphazard sequence of courses ignores practical problems of scheduling, management of faculty resources, and the need to bring the CT back to headquarters at periodic intervals for family or other reasons.

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general conceptual aspects of counterinsurgency. The DDP will have to decide how much counterinsurgency it wants and what mixture of familiarization with PM skills, if much of any mixture is required.

3. Page 5, paragraph 1. We have the capability of reducing the training cycle for Clandestine Services CTs to between nine and ten months. My present thinking would not lead to the reduction of training for the Intelligence and Support Directorates from six months to four. We may end up with about five months for each of the Directorates.

4. Page 16, Recommendation #2. With reference to subparagraphs a. and b., I prefer to wait on further briefing from the OTR staff. I am not certain at this time of the wisdom of subparagraph c. in terms of continuing the soundness and excellence of placement of CTs, earlier commended by the IG Report. I do not feel very sure about subparagraph d. with respect to the career advancement of DDI and DDP CTs during the early part of their service.

5. Page 20, Recommendation #3. OTR has no objection to including recruiters in the Midcareer Executive Development Course. They should come out of the DDS quota if they are included.

6. Page 21, Recommendation #4. Concur.

7. Page 22, Recommendation #5. This seems to be more the responsibility of the Director of Personnel, but we would be glad to participate.

8. Page 23, Recommendation #6. We will provide the data requested.

9. Page 31, Recommendation #10. Concur.

10. Page 33, paragraph 2. a. The IG suggests "placing more reliance on the recruiter's interview by the CT Staff rather than waiting until the complete file of A&E tests, etc., are available." Earlier, the IG points out that the field interviewer is able to give only about 1/2 hour to interviewing an applicant. I doubt whether too much reliance should be placed on an assessment of this nature.

11. Page 34, Recommendation #11. Concur.
12. Page 41, Recommendation #13. Concur.
13. Page 47, Recommendation #14. Concur.
14. Page 48, Recommendation #15. Concur.
15. Page 51, Recommendation #16. Concur.

16. Page 54, paragraph 4. I do not concur. Courses were not added merely to fill a predetermined period of time. Course content for Clandestine Services trainees, including the SOC, has been reviewed with the Clandestine Services laboriously and frequently during the 3-1/2 years I have been with OTR and, I should imagine, for many years preceding my assignment. The course for DDS CTs was established in complete conjunction with the DDS Training Committee for CTs. Our Intelligence School has been in frequent consultation with DDI officers and [ ] DDI representative, was invited by and on the initiative of OTR to spend several months reviewing Intelligence School programs, a fact ignored by the report.

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17. Page 62, Recommendation #17. I do not concur with the recommendation that the present nine-week training now consumed by Introduction to Intelligence, Intelligence Techniques and Operations Familiarization be reduced to six weeks, or that the OFC be moved to Headquarters.

18. Page 64, Recommendation #18. The Managerial Grid Course has already been deleted for all CTs.

19. Page 66, Recommendation #19. OTR will be glad to meet with the DDI and DDS&T to review the objectives and doctrine of the Intelligence Production Course. The time span of the course will relate to the needs of the consumers and I cannot say at this time that the curriculum would be reduced to six weeks.

20. Page 69, Recommendation #20. OTR would be particularly pleased to have former CTs assigned to [ ]

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as instructors in operations as long as the CT in question has had enough operational experience to qualify as an instructor. For some time, OTR has been promised in writing that DDP would provide five midcareer officers annually. We would welcome subparagraph b. of this recommendation.

21. Page 70, Recommendation #21. OTR instituted this approach in January 1967.

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24. Page 78, Recommendation #23. This recommendation was carried out by OTR in March 1967.

25. Page 80, Recommendation #24. This recommendation was carried out by OTR in early April 1967.

26. Page 81, last paragraph. With a shortened CT training cycle, the CT will receive desk training after his return [redacted] to Headquarters and just prior to his going on the desk.

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27. Page 83, Recommendation #25. Concur in this recommendation in view of a shortened training cycle.

28. Page 86, Recommendation #26. Concur with the objective of this recommendation. There is no question in anyone's mind that the CT would be better trained in language if he obtained the training just before going to assignment in the country where the language is spoken. In addition to an "understanding" that the CTs would be required to gain language proficiency prior to overseas assignment, we will need strict enforcement machinery from the level of the component Deputy Director.

29. Page 87, Recommendation #27. OTR is able to reduce the training cycle from two years to thirty-six weeks with the elimination of one week of training in International Communism, one week of the OC, five weeks of the SOC, two weeks of the Soviet Bloc, two weeks China Operations, twenty-six weeks language, and twelve weeks desk experience. Eliminating grid training and one week of International Communism for all CTs, we can reduce for CTs going into the DDI and DDS by about two weeks, bringing these training cycles to something like five months.

30. Page 90, Recommendation #28. A CT Training Coordinator was appointed on 5 April 1967. He will be carrying out most of the responsibilities indicated in the IG report.

31. Page 92, Recommendation #29. I am not convinced of the utility of this recommendation. The DDI has qualified representatives in our Intelligence School. I look forward to the time when the DDI will be able to assign an officer either to head up the Intelligence School or to take over the number two job for specified tours of duty. Recommendation #29 would, in my opinion, unnecessarily undercut

the Chief of the Intelligence School, would create duplication and use up a needed slot, and would probably leave an officer so assigned in a position without sufficient substance, caught between the Chief, Intelligence School on the one hand and the DDI Senior Training Officer on the other.

32. Page 93, Recommendation #30. Concur with subparagraph a. With reference to subparagraph b., an officer already [redacted] [redacted] has been assigned this duty.

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33. Page 94, last sentence. I have not yet reviewed the problem of shortening the training for women CTs. We had only just instituted a longer, more intensified, and more diverse series of courses for women CTs in response to requests from women CTs and from the DDP.

34. Page 97, Recommendation 31. The Chief, Career Training Program has believed that the training period up to almost the end of the OFC is necessary for proper selection of CTs for assignment to the Directorates. The IG report has already commended the excellence of the selection. Since assignment of the CTs to one or another of the four Directorates is so crucial to the long-range career of the officer in question, I believe that we should be thorough in our screening process.

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John Richardson  
Director of Training